

Mime-Version: 1.0
Date: Fri, 26 Jan 1996 11:11:26 -0800
To: wais-staff@wais.com
From: brewster@wais.com (Brewster Kahle)
Subject: WAISserver spinnoff
Cc: mconnors@aol.com, saburke@aol.com

To WAISites and AOLers,

AOL and I have agreed to spin off the WAISserver product line into a new company! This joint venture will be 1/3 AOL owned, 1/3 by the investor (me), 1/3 by the employees and future employees. This new company will have the right to develop, sell, and support the WAIS server and related products.

This is exciting news because it gives AOL the potential for upside in the new venture and the WAIS customers will be supported by a product oriented company!

Since we have not figured out everything about the new company, I would appreciate it if you would not tell those outside of AOL lest we have contradictory rumors.

More details:

Mike Connors will be on the board of the new company, the new company will be named WAIS Inc, until we get our feet under us we will live in the SF WAIS offices, we don't know what we will do concretely with the product beyond supporting the customers (sell it, develop it further, etc), we will be contacting the WAIS customers soon, we will bring the WAIS homepage back up immediately.

So please feel free to call or write to me on any of this exciting stuff. Please forward calls about WAIS products to Deanna at 415-826-4473.

Yippie!

-brewster
415-826-2855

X-Sender: brewster@mail.archive.org (Unverified)
Mime-Version: 1.0
Date: Mon, 4 Mar 1996 08:50:05 -0800
To: deanna@archive.org
From: Brewster@archive.org (Brewster Kahle)
Subject: print and save: goodbye letter

>Mime-Version: 1.0
>Date: Sun, 18 Feb 1996 11:32:33 -0800
>To: SteveC@aol.com
>From: Brewster@archive.org (Brewster Kahle)
>Subject: Thank you
>Cc: mconnors@aol.com, leonsis@aol.com, lenl@aol.com
>
>
>Steve,
>
>Well, I think I am gone-- at least the locks on the building
>were changed and my acct turned off.
>
>I would like to make the same offer to you I made to Mike and Ted:
>I am up for talking about running or consulting on AOL projects.
>So far, I have not been very public about my
>situation to allow adjustment (I am pending calls with Ted
>and the future head of Dev), but am starting to talk to people.
>
>I have enjoyed working for AOL and have learned how hard
>it is to run a large online service. My hat is off to you.
>
>There are a few gaps in my understanding that eventually
>I would like to fill in:
> Why I was removed from running WAIS immediately.
> (Why the rest of WAIS mgmt was also removed quickly.)
> Why I was not leveraged when the performance of
> the new mgmt unfolded. (revenue, retention, morale)
> When I was asked to leave to run a potentially lucrative spinoff
> of the unwanted product, why it was killed days after I signed AOL's
>Letter.
> (Verity IPO'ed at \$400M)
>These are not complaints, just mysteries that I would
> eventually love to resolve over time.
>
>I want to thank you for the honor of working for you and your team.
>Please let me know if I can be of any help in any way.
>
>-brewster

Mime-Version: 1.0
Date: Wed, 31 Jan 1996 15:10:59 -0800
To: bruce, tom, esanu, deanna
From: brewster@wais.com (Brewster Kahle)
Subject: last ditch effort

I just got a call from Sheila Burke, the lawyer of AOL, and she said that the deal was dead.
The issue was people that would go with the newco. Bruce was already out, but it came down to Tom and Marion. I don't think that Deanna was an issue. It seems that Medior really wants you all to stay.
That is a good thing, I think, and one that you should be proud of.

One thing that might have killed it completely is that I made a last appeal to Ted for getting you guys the WAIS stock options (I did not say that I told Marion and Tom I would make up for it with my own cash). This could have been the straw that broke their back.

This took me by surprise. I will let you know if anything new develops.

Good luck.

-brewster

To: deanna@wais.com (Deanna Weber)
From: deanna@wais.com (Deanna Weber)
Subject: Re: deal squashing actions

>>I signed a deal negotiated with AOL on January 26, 1996.
>>
>>After that, Medior withheld WAIS product financial information from me
>>(even though I was "given access" weeks before). AOL would not tell Medior
>>that it was ok to give me access then.
>>
>>Upon hearing of the people to go, one of them was given a promotion and
>>lots of attention to stay.
>>
>>The other person slated to go said "Medior is doing everything it can to
>>prevent your recruiting". He was genuinely scared of what was going on.
>>Would not talk on the phone (paranoid of taps-- gives an idea of the
>>trusting environment).
>>
>>Medior was trying to add more contract responsibilities to the new company
>>(this is after negotiations had finished). They did a survey of Mary
>>McCall and Bruce (ex-WAIS people) to find out what more could be
>>transferred.
>>
>>Even though AOL was going to hold the lease on the space I wanted access to
>>for 6 months (or until the lease was up), they were going to sublease (I
>>heard) and presumably did not want to sublease to me. Space person did not
>>return phone calls.
>>
>>
>>My take is that Medior started to change the deal after it was signed. The
>>AOL lawyer was up for this.
>>
>>Not good business.
>>
>>-brewster

Mime-Version: 1.0

Date: Tue, 30 Jan 1996 10:55:43 -0800

To: deanna

From: brewster@wais.com (Brewster Kahle)

Subject: letter of Intent gets unsigned

>Date: Tue, 30 Jan 1996 10:29:11 -0800

>To:saburke@aol.com

>From:brewster@wais.com (Brewster Kahle)

>Subject:letter of Intent gets unsigned

>Cc:mconnors@aol.com

>

>

>Sheila,

>

>Based on actions since my signing, I would like to unsign the letter of
>intent. I expect this can be resolved again, but the can is open again.

>

>Specifically the issues to resolve are:

> * The people that are listed will come with the new company. Without
>the support engineers

>it will be difficult to fulfill my obligations. I have been told that

>Medior is talking with them about

>staying at Medior.

> * What I want is that the people listed will not be working for AOL

> AND

> * that the deal that Newco offers them match what Medior is now
>enticing them with (only fair).

> * Specify what space in SF will be made available and for what period of
>time.

> * Add no support obligations beyond product sales and product licenses.

> * That I have access to the people that know the product revenue and
>support obligations incurred by Medior. (this was assured, but has been
>blocked).

>

>Until we can get it screwed down, I will continue in my independent status.

>

>-brewster